



News for employees in the technical field

April 2004

Federal Aviation
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The Circuit

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Message From The President



Dear TWO Members and Friends

Are we ready for adventure? Are we ready for change? That's what we have to ask these days, as we watch the new Air Traffic Organization unfolding before our eyes.

The FAA is in the process of looking at ourselves, our customers, our products, and our services. Are we the best we can be, are we focusing on the right products, are we providing true value for our services? The answer is that it is time for an internal change in order to align our products and services with new demands and expectations. We will be addressing the value of our current functions and processes to ensure that our resources and energy are spent wisely. We will be modifying our structure to reduce layers of management and organize around a new functional design. We will be using a totally different model for our business concepts, with an accrual accounting system in place of our current cash accounting system. We will be working with cost drivers, unit costs, and outcomes. According to Russ Chew, our Chief Operating Officer, we must "change the way we think, the way we work, and the way we manage." This internal change will be uncomfortable for some and will bring great joy to others. It will be challenging and disrupt-

ing in some places, more transparent in others. Hopefully it will show great benefits and the right results after we learn and implement the new way of doing business in the Air Traffic Organization.

Concurrently, I challenge each of you to take notice of what Mr. Chew is challenging the Air Traffic Organization to do and consider a similar personal review. Have you looked at your value, your products, and your services? Are you focusing on what is most important in your personal and professional life? Are you, your family, your friends, and your manager pleased with what you do?

As we move into Spring and watch blossoms unfold, let's look at our selves, our customers, our products, and our services. Are we the best we can be, or can we make changes to enhance our talents and our value to ourselves, our family, our employer, and to others around us? If not, what enhancements, course corrections, or changes can we make to improve?

May your Spring be full of blossoms and may you ride well in your personal and professional journey.

TWO on "Wall of Honor" at Dulles

TWO is proud to announce that our name has been placed on the Wall of Honor at the Udvar-Hazy Center, a new facility of the Smithsonian Institution's National Air and Space Museum, located at Washington Dulles International Airport. This facility, which was built for the display and preservation of the Smithsonian's collection of historic aviation

and space artifacts, opened on December 15. It was named in honor of its major donor, Steven F. Udvar-Hazy. It is now the largest display of aircraft and space artifacts in the world.



It is already quite popular, with an estimate of over a quarter-million visitors since its opening. In one day we had 45,000

(Continued on page 4)

2004 Conference News

Contributed By Cynthia Noble

Our TWO Annual Training Conference, held at the Hilton Hotel in Reno, Nevada, was very successful. Congratulations to Laura Helm and all her supporters for doing a fantastic job!

In the seminar presentation ***Making Meetings Work***, the ingredients for having good or bad meetings were provided. With a maximum of 30 topics being covered, they ranged from the beginning stage of determining whether to have a meeting, following with the actual preparation of milestones, intricate checklists and lessons learned for follow up. "I found most significant about this course, the more thought preparation before the meeting, the more successful the meeting will be!"

.-Monica Steinke/Regional Rep ANM -



Laura Helms

Throughout life, there are special people serving as advisors in our personal or career lives. These are really our mentors and some are there for a lifetime and some mentor for shorter periods of time or for specific events. In the seminar entitled ***Perspectives On Mentoring***, emphasis was not just on the mentor. Mentors have a distinct role, however, a big part of mentoring depends on the learning commitment of the person desiring to be mentored. In a mentoring relationship, some areas of development to consider would be communication, the mentoring process itself, performance development, career competencies and diagnosis feedback. Formal programs exist and are available through DOT, FAA, TWO/PWC. "As you're being mentored, focus on the individual learning

(Continued on page 3)

Many Thanks and Kudos To... Laura Helm

For Serving as Our 2004 Conference Chair

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2004 Conference News (cont.)

(Continued from page 2)

relationship to give deep personal introspection and knowledge. We are always growing, learning and sharing, whether becoming a mentor or a mentee. - **MaryAnn Keller/Regional Rep ASW.**

Management Panel, Challenges in Today's FAA

During the conference the management Panel presented "Challenges in Today's FAA". AWP representation on the panel included Elly Brekke, Deputy Regional Administrator, Robert Strong/Division, Willie Alcala, Deputy Division Manager, Sophia Tang, Hawaiil Pacific SMO Manager and Tweet Coleman/Program Manager/AMA 400. Some highlights of their discussion include SMO/SSC effectiveness with current and future budget; Cultural refocusing brought about due to the ATO; Support for the Collegiate Training Initiative Program; and Performance Planning realignment to meet agency goals. Internationally, "The Safe Skies for Africa", a program initiated under Rod-

ney Slater, is being implemented by employees at the Academy, AMA-400. - **Elizabeth Doucette/Regional Rep ANE**

In a discussion concerning the *Future State of the ATO Technical Operations Service*, Jim Link representing Russ

Chew, discussed communication and the top down communication approach from management down to the lower levels. During the transition from Air Traffic Services to the Air Traffic Organization (ATO), the current six layers of communication are being analyzed for effectiveness. The ATO is covered in greater detail later in this publication. "Since we are going back to the basics of identifying our customers, owners and employees, we should look for opportunities of growth and be committed to assist in the change process. Change is inevitable and is definitely coming!" - **Monica Steinke/Regional Rep ANM**

Other presentations included *FAA 101: History, Organization, Etc* and *Flight Standards, The Other FAA*.



On the Back Row, From Left to Right: Marcia Corey, TWO President; Frank Cullen, AEA & ACT Regional Rep; Vicki Richard, TWO Treasurer; Deborah Cervantes, TWO Vice President; Beverly Anderson, AGL Regional Rep; and Elizabeth Doucette, ANE Regional Rep. On the Front Row, From Left to Right: Cynthia Noble, Publicity Committee Chair; Bernadette Ohlemacher, TWO Secretary; Mary Ann Keller, ASW Regional Rep; Lisa Nelson (acting) ASO Regional Rep; and Marilyn Tomko, ACE Regional Rep.

TWO on "Wall of Honor" (cont.)

(Continued from page 1)

people," said Smithsonian Secretary Lawrence M. Small, in his recent State of the Smithsonian briefing.

The Wall of Honor is dedicated to honoring men and women who have had a passion for flight, is located along the entry to the Museum and serves as a permanent memorial to the people who have contributed to our aviation and space exploration heritage. It includes individual and family names, along with the names of aviation leaders including: the Wright brothers, Charles Lindbergh, Amelia Earhart, Jimmy Doolittle, Chuck Yeager, Eddie Rickenbacker, Alan Shepard, John Glenn, and Shannon Lucid.

If you happen to visit the Udvar-Hazy Center, make sure you go see us there!

Corporate Mentoring Program Reminder

For those of you who have signed up for and been accepted into the Pilot FAA Corporate Mentoring Program, please remember to log on to the site, and complete your registration sometime during the weeks of April 15th—30th. Online mentor-mentee pairings are set to take place beginning on May 7th.

The web-site address is <http://mentoring.colaboro.ws>. Deena Collier is the FAA Corporate Mentoring Program Administrator.

This pilot program will connect mentor and mentees together electronically, to overcome some of the geographic barriers of past programs.

10 Rules of the Work World

By Lorraine Dusky

Once there was a young woman who was fast-tracking up the corporate ladder at a major publishing house in New York City. She had been handpicked by the company's president to work with him on special projects, putting her in regular direct contact with the chairman of the board. She had everything going for her.

One day, she and the president were making a presentation to the chairman and other high-level staff members. The chairman didn't immediately grasp the point of the presentation and asked them to go over it again. After the second time around, he still didn't get it. In the length of time it took the young woman to roll her eyes -- which is what she did -- she skidded off the fast track into a ditch.

After the meeting, the chairman requested that she not work on any projects he would be directly connected with -- and the woman was transferred to another department to live out her days in obscurity.

She didn't understand Rule No. 1 of the 10 rules of the work world:

1. Rank has its privileges. "There is no way you can leapfrog, bypass, overrule, ignore, challenge, disobey, or criticize

your boss and not get penalized in the game," writes Betty Lehan Harragan, author of "Games Mother Never Taught You".

You may disagree with your boss privately, correct some misconception, or even fill her in on some technical detail in your area of expertise. But not in public. No matter if the boss says something that's not accurate or even outright wrong. For your purposes, she is right. Absolutely, finally, and positively.

Low morale can kill a career as fast as you can say, "I hate this assignment."

2. Hard work is not enough. Success isn't that simple anymore. Attitude, image, initiative, confidence -- a handful of intangibles -- plus how well you do your job are what give one person the winning edge over another.

3. You were hired not just to do the job but to make your boss look good. Suppose you're the manager of the information-systems department and you devise a way to do an audit better, faster, easier. Your method will save time and money. Now, do you tout your fantastic solution, making sure everyone knows that your boss had nothing to do with it? Or do you bring your boss on board, ask for any suggestions to improve the program, and together sell the solution to the higher-ups?

(Continued on page 5)

10 Rules of the Work World (cont.) *By Lorraine Dusky*

(Continued from page 4)

Assuming your boss isn't a thief who wants to take credit for others' ideas and work, sharing the glory usually increases your own.

4. You have to be a team player. One day, you've got the ball; another day, someone else is running with it. If you can't or won't help others achieve their objectives, your colleagues won't be there for you either. It's not just higher-ups who can sabotage you: Your peers can make or break your projects.

5. Thick skins protect soft souls. You can expect that every driving, successful boss will have times when his patience is thin. So let the fast and furious comments roll off your back. Remind yourself that everybody is working together to get the best possible job done. Don't be a doormat, but don't get crazy when somebody snaps.

6. Information is crucial. To do your job well, you need to know who gets along with whom, who once got along with whom but doesn't now, and why. Learning the history of relationships in your office can save you considerable embarrassment.

7. A positive attitude brings positive feedback. Unless you're enthusiastic, you are going to have a hard time getting ahead. Low morale can kill a career as fast as you can say, "I hate this assignment." The right attitude may differ from place to place, but if you don't have a positive outlook, it will reflect in your work and things will only go downhill. If you really hate a place, do yourself a favor and get out.

8. Total honesty is for your shrink. "Although candor and emotional honesty can be valuable assets in personal relations, letting it all hang out in a work setting can be unwise, inappropriate, and often damaging," Janice LaRouche writes in "Strategies for Women at Work". You especially do not

want to involve your superiors in your personal life -- nor do they want to be involved (no matter how understanding they seem when you recite your tales of woe).

9. Work friendships are usually transitory. People come and go in an office. They get promoted over you or you might get promoted over them, or they go to work for somebody you have declared an enemy, or what's worse, someone you have declared an enemy may become your boss. So think of your friendships at work as alliances related to a specific task, which is what they are, no matter how genuine they seem to be during the job. Don't expect the alliances to be permanent.

10. Sometimes, you have to ignore the rules. Sometimes, you will make a lifelong friend at the office and the relationship will be hassle-free. Sometimes, you will marry the boss's son. Sometimes, it could cost your company millions because the boss is making an egregious error at a meeting with a vendor or a client and you're the only one with enough guts to speak up and correct him. Sometimes, you have to go over your boss's head, your boss's boss is impressed, the boss gets fired, and you get the job. The point is, these rules are general guidelines, not absolutes. But before you break any of them, consider your company's culture, your boss, your own job -- and have a good reason.

Knowing the rules won't guarantee that you'll rise to the top, but at least you won't set up roadblocks for yourself along the way. Corporate politics is a game, first and foremost. Failure to play by the rules will almost always result in your being sidelined, no matter how good you are at your work. Lorraine Dusky is a co-author of "The Best Companies for Women".

--Originally published in *Mademoiselle*. LD's latest book is *Still Unequal: the Shameful Truth about Women and Justice in America*. She is also the co-author of *The Best Companies for Women*.

The New Air Traffic Organization: An Update for TWO Members

By Marcia Corey

Most of our members now belong to the Air Traffic Organization, a large and significant new organization within the FAA. Those who are not members of the Air Traffic Organization will be affected by the change. Knowing this, I will attempt to describe the proposed changes, with the hopes of bringing you a basic level of understanding and giving you a glimpse of some of the work being done. This is by no means a comprehensive commentary. For more detailed information, I direct you to the ATO website, which has a wealth of information.

The Air Traffic Organization is populated by three former organizations: Air Traffic Services, Research and Acquisition, and Free Flight. The ATO is now organized around line and staff business units. The staff business units are Safety, Communications, Operations Planning, Finance, and Acquisition and Business Services. The line business units are En Route and Oceanic, Terminal, Flight Services, System Operations, and Technical Operations.

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The New Air Traffic Organization (cont.)

By Marcia Corey

(Continued from page 5)

Many of our TWO members are from Airway Facilities. Most of Airway Facilities has moved into the Technical Operations business unit (also called service unit), although the only personnel actions to date are for Headquarters personnel. The organizational designation for Technical Operations is ATO-W, although we are encouraged not to talk in acronyms or use routing symbols. We are the "Air Traffic Organization" or "Technical Operations", or Tech Ops for short. Our Professional Women Controller colleagues generally fall in one of the other four line business units. "Airway Facilities" and "Air Traffic" are terms of the past.

The first order of business was to designate the executives heading up these organizations. This was done in December. New titles were given to these positions; they are now Vice Presidents. The line business units Vice Presidents are Charlie Keegan, En Route and Oceanic; Bruce Johnson, Terminal; James Washington, Flight Services; Linda Schuessler, System Operations; and Steve Zaidman, Technical Operations.

The second order of business was to designate the next level of the organization. This level is the Director level, and each business unit has four to six directors, with titles such as Director of En Route & Oceanic Program Operations, Director of Terminal Program Operations, Director of Navigation Services, etc. Most of those positions have been filled and we are now in the process of determining the layer below them. This layer will be a wider horizontal layer than in the past, to comply with Russ' goal of no more than six layers between the field employee and the Vice President of their organization.

The FAA has contracted with Booz Allen Hamilton to conduct an Activity Value Analysis for the work being done in Headquarters and for work being done by Headquarters employees assigned to the Technical Center and the Aeronautical Center, about 5000 total employees. This is called "process blueprinting" and the goal is to compare what we do with the value placed on those products and services by our customers. Work may change and positions may be restructured based on the data collected. The Booz Allen Report is scheduled for completion July 3. At a later date, the activity value analysis may be done in the field as well, but for now it is concentrated on Headquarters operations.

Concurrently, there are several teams who are redesigning the reporting structure for our field organizations, again with the goal to flatten the organization. The organization may be built around domains, with a structure and design still to be determined. In Technical Operations, a proposed management position is titled "General Manager of System Operations," which will take the place of the Regional Division Manager.

The focus of the new Air Traffic Organization is not simply based on reorganization. The true focus is on the value of service, the

delivery of service, and the cost of service. We will be using a new way of looking at the budget and accounting process, and managers will be trained in these new accounting procedures.

One way it will look different is that the other business units will purchase services from Technical Operations. Before TechOps goes out to "fix something", the organization in need of the services will determine the value and timing of the fix. Steve Zaidman, Vice President of Technical Operations Services, explained it to us like this: the line business units are like homeowners. As a homeowner, when something breaks down, you don't just run out and fix it. You may have other priorities for your money. So they will do a value analysis and determine what they want to purchase. It's all about outputs, outcomes, and costs. According to Russ Chew, "We must connect processes, outputs, outcomes and costs, and recognize that future costs are a consequence of today's decisions. We are committed to providing increasing quality at decreasing cost and achieving better value for each ATO dollar spent. These are difficult but defining goals for every member of the ATO workforce."

During the Headquarters Technical Operations all-hands meeting on January 16, Steve Zaidman was asked if he foresees Technical Operations competing externally for our work. He answered that this thought is "well over the horizon" and should not be a concern of ours now.

There will be a new value placed on training. Mr. Chew will be focusing on training all employees on the new Air Traffic Organization business concepts so that we all understand and operate under the new model, which is to become more fiscally responsible and begin managing more like a business.

If you are interested in personally preparing for this transition, you might want to consider studying traditional financial management concepts. We need to prepare to get out of the government financial mindset and move toward the traditional business model. You can find these courses at local schools and on-line. I would encourage anyone who is, or wants to be, in a career track toward management to think about getting started. There are three references being offered by the ATO Development and Training Team: The Cost Management Toolbox: A Manager's Guide to Controlling Costs and Boosting Profits by L. Oliver (2000), New York: Amacom; Unit Cost: A Financial Management Tool for Today and Tomorrow, <http://www.nps.navy.cil/drmi/unitcost.htm>; and Performance Budgeting at Federal Agencies: A Framework, J. Mercer (2000), AMS.

We need to prepare to get out of the government financial mindset and move toward the traditional business model.

Runway Incursion Leads to Lessons in Communication

ANI personnel inadvertently became involved in a runway incursion while performing localizer ground checks late last year. The cause? A breakdown in communications, caused by a couple of false assumptions. In December, after the relocation of a localizer at an airport, the SSC and ANI personnel coordinated through their System Operations Center (SOC), for permission to perform ground checks on Runway 19R.

On December 10, 2003, the crew was prepared to make the necessary checks, and began their final coordination. The sequence of events went something like this:

12:00pm – The NAV Coordinator advised the SOC that the crew needed to perform ground checks at 1:30pm for about an hour. Approval was given to ANI personnel to perform ground checks from 1:30pm to 2:45pm.

1:40pm – While the crew was in process of performing ground checks, they were advised that Air Traffic wanted them to finish their work by 2:15pm.

1:55pm - While in the process of taking ground checks on or close to the runway centerline, the crew heard a plane take off. The aircraft passed overhead. They immediately left the runway.

It was determined that the SSC, ANI, and SOC personnel had falsely assumed that everyone knew that localizer checks required access to the center of the runway. It was additionally determined that although procedures to contact the SOC had been properly followed, there had been no direct contact with or approval from the Air Traffic Control Tower (ATCT) Controllers. And, finally, it was determined that clearer communications as to specifically, what was being requested, and, specifically, what was being approved were in order.

The incident was followed up by an onslaught of teleconferences, meetings, and briefings, that led to some 'lessons learned' and procedural updates. The "Lessons Learned" are as follows:

- Prior coordination has value but must not be considered as final approval.
- The request must clearly state what is being requested. (For example, if the need is for approval to be on a runway, that should be the request).
- The approval must clearly state what is being approved. (For example, is it a runway shut-

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TWO Education Scholarship Winner for 2004

By Mary M. Thomas

TWO Education & Career Development Committee Chair

In keeping with Technical Women's Organization (TWO) national goals, TWO encourages studies that will advance or enhance an individual's career within a technical field. To that end, TWO offers five scholarships every year to individuals who are in or are pursuing a technical career. Four of these scholarships go to those within the FAA and TWO family and one goes to a Non-FAA recipient.

This year we have one winner, a Non-FAA recipient. It with great pleasure that Technical Women's Organization Education Committee announces the winners of this year's Education Scholarship:

Laurie Jane Jessup



Ms. Jessup is the winner of our Non-FAA scholarship. She is an Aviation Maintenance student at Blackhawk Technical College, Janesville, Wisconsin in her second semester. Laurie is working on her Airframe and Powerplant license. Her goal is to become an all around aviatrix – a woman who can maintain and repair an aircraft just as good as she can fly it. Her short term goals include becoming an Airframe and Powerplant Mechanic within the next five years. She is also interested in teaching aviation maintenance in the future. She currently holds a B.A. in Communication Arts from the University of Wisconsin. Congratulations, Laurie!!

Election Time

It's that time again! TWO has just completed accepting nominations for the following Board of Director positions:

Vice President, Treasurer, Circuit Editor, and Regional Representatives for the Aeronautical Center, New England, Southern, Central, Northwest Mountain and Alaskan Regions. The term of office is two years. The work of the three officer positions (Vice President, Treasurer, and Circuit Editor) is national in scope; the work of the regional representatives is primarily regional in scope. The Board engages in monthly telecons and meets twice yearly.

TWO would like thank the wonderful women who have held these positions for all of their hard work and dedication.

Our thanks to:



Monika Steinke and Beverly Anderson at the 2004 Conference in Reno, NV

- **Deborah Cervantes for serving as our Vice President**
- **Vick Richard for serving as our Treasurer**
- **Patricia Walker for serving as our Circuit Editor**
- **Brenda Smith-Keene for serving as our AMC Regional Representative**
- **Elizabeth Doucette for serving as our ANE Regional Representative**
- **Angela Smith for serving as our ASO Regional Representative**
- **Marilyn Tomko for serving as our ACE Regional Representative**
- **Monika Steinke for serving as our ANM Regional Representative**
- **Patti Mattison for serving as our AAL Regional Representative**

The Nominations and Elections Committee is working on making up the ballots for this year's election. Be on the look-out for yours!

Cathy Hedglen Honored with a Lifetime Membership

Cathy Hedglen retired from the FAA this past January, after over 34 years of service. Cathy began her FAA career as the first woman to be hired in the "150 Program," an outreach program designed to increase the number of women and minority electronic technicians. Cathy worked in many different capacities in the FAA, including working as a technician, as one of the first female instructors at the FAA Academy, and as a supervisor. She retired as the Manager for Technical Support at the Red River System Management Office in Bethany, Oklahoma.



Marcia Corey Presents Cathy Hedglen With a Lifetime Membership

tion that it is today. She is a founding member of the Technical Women's Organization, and won the contest to give our organization its' name. Cathy has been heavily involved in shaping TWO. She has made beautiful dolls that she donates to be used in fund-raising raffles, to help defray the costs for members to attend TWO Conferences. She has served as the AMC Regional Representative, the TWO Secretary, and the TWO President.

Because of these things, and all that she has done for the Technical Women's Organization. TWO was proud to present Cathy Hedglen a Lifetime Membership, which was presented at the 2004 Conference in Reno, Nevada.

In addition to all of these accomplishments, Cathy has also played a crucial role in making TWO the organiza-

Congratulations Cathy! And thank you!

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FOR THE TWO 2005 CONFERENCE

CELEBRATING THE WRIGHT EXPERIENCE WITH THE WRIGHT PEOPLE IN THE WRIGHT WAY

Author: Jan Lebowitz *Contributed by Vicki Richard*

The FAA Great Lakes Region was the proud partner, along with the Chicago Centennial of Flight Commission, Wright College, The Chicago Department of Aviation and Eli's Cheesecake, to host Chicago's Centennial of flight event on 12/17/03. Over 1000 students from more than 12 local schools held field trips to the event. Mr. Jim Tilmon, weather anchor, aviation reporter and news analyst for WBBM channel 2 news, was the Master of Ceremonies. The keynote speaker was Mark Miller of the Wright Redux association. Wright Redux's replica Wright flyer holds the historical record of being the only one in the past 100 years to actually fly. It currently hangs in the rotunda of Chicago's museum of Science & Industry Museum. Other speakers included the Dr. Wayne Watson, Chancellor of the Chicago City colleges, Dr. Chuck Guengerich, President of Wright College, Thomas Walker, Commissioner of the Chicago Department of Aviation and Cecelia Hunziker, FAA Great Lakes, Regional Administrator.

The Chicago Centennial of Flight Commission held a powered model aircraft contest and winners were presented first-third place prizes at the event. First place prize winners won a \$300 scholarship to an FAA led Aviation Career Education (ACE) camp scheduled for summer, 2004. The teacher sponsoring the first place teams

each won two round trip domestic airline tickets on ATA. Second place prize winners won a flight at Lewis University along with a radio-controlled model airplane. Marc Shulman, President of Eli's Cheesecake, presented a 500 pound cheesecake decorated for the Centennial of Flight with a chocolate Wright Flyer, which served approximately 2000 people.

Over 30 aviation related booths were on hand for the public and students to visit, representing aviation schools, air traffic control, rocketry, women in aviation, the Tuskegee airmen, runway safety, the Department of aviation, careers in aviation, several major airlines and others. The Chicago library system organized a reading corner of aviation related books where students could sit and have stories read to them. A make it/take it area was also on hand, for students to participate in making aviation related projects. The Chicago Centennial of Flight Commission's 100 airplanes of the Century video presentation was shown in the Wright College theatre along with the film, "The Wright Stuff". The day was declared Centennial of Flight Day in Chicago by Mayor Richard M. Daley and the city proclamation was read by Commissioner Thomas Walker and then presented to Wright College for permanent display.

SEE YOU IN ALBUQUERQUE, WINE 2005

More Views from the 2004 TWO Conference



Runway Incursion (cont.)

(Continued from page 7)

down, an equipment release, clearance to do checks or permission to be on the runway).

- Personnel must be in DIRECT contact with the ATCT controllers before going on the runway and while on the runway. Personnel need to receive "final" approval from ATCT controllers immediately before going on the runway.
- Everyone has a responsibility, not just the crew lead or vehicle driver.

So, just remember these three things, "Communications. Communications. Communications!" And make sure they are timely, clear, concise, complete, and with ALL of the interested/affected parties!

Thank you to the ANI staff for sharing their experiences, to educate us all!

We Have A Winner!



Here it is, the 2004 TWO quilt! Mary Thomas quilted another beautiful quilt which raffled off at the 2004 TWO Conference. The quilt is 80'X90" with blue, white and yellow fabric. The white blocks have TWO 2004 on them.

Tickets were \$5 apiece, or 6 tickets for \$20. The funds raised were used for matching funds, to help individuals who pay their own way to the conference. Gloria Quigg won the raffle at the 2004 TWO Conference in Reno, NV in March, and is now the proud owner of the beautiful quilt!

Thanks to Mary Thomas, Gloria and all who donated!

Short Circuit

Hosted by Marie Meyer

Your place to ask questions, How to ... What is.....

Dear Short,

We recently had TDLS computers installed in the control tower cab, but don't have any critical power outlets in the cab area. Consequently, when we perform our PCS and E/G maintenance the computers go down and the controllers have to reboot to restore the system. What justification can we use to add critical power outlets to the cab area?

Sincerely,
Powerless

Dear Powerless,

Great question! As our systems move to a PC based format, the equipment room in a air traffic control tower, TRA-CON or center will no longer be the only source location for our equipment. The systems will be disbursed though out the complex depending on their function.

Being a "Techie," we want to find the quickest and most efficient possible solution. Our solution might be to install a small PCS unit in the cab. The problem with this solution is 'LIABILITY'.

There are regulatory requirements to be met when it comes to power distribution. Two FAA orders will help

you verify the requirements for critical power usage. The first, is FAA order 6030.20; Electrical Power Policy. It identifies standard electrical power configurations to support NAS facility operations. The second order is 6950.2D which outlines the implementation of the electrical power policy. The appendix of this order list facility

type with their power source codes. In this appendix you will find TDLS with power source code A. Code A is defined as commercial power plus engine generator plus UPS, this equals, critical power support.

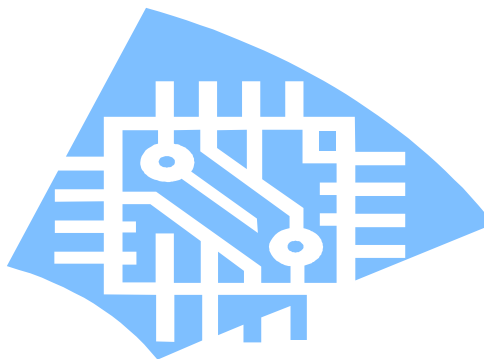
These two orders are your source documents for justification and will support funding requirements for installation of critical power outlets in the control cab.

Send your questions to m4sawdust@sbcglobal.net

TDLS – Tower Data Link Services, uses text and automated voice messaging to provide crucial pre-departure weather and flight data information to airlines and general aviation pilots.

PCS – Power Conditioning System

NAS – National Airspace System



Technical Employee Suggestion Program Nets FAAer Big Buck\$

When it comes to listening to employee ideas, Airway Facilities' Technical Employee Suggestion (TES) Program is putting its money where its ears are.

The program recently gave a monetary award to Roger L. Abeyta of the Trinidad, Colo., Long Range Radar (LRR) System Support Center (SSC) for his idea, *Amplitron Automatic High Voltage Delayed Run-Up*. That's a mouthful, but what Abeyta's idea essentially does is double the life of vacuum tubes in Air Route Surveillance Radar (ARSR)

(Continued on page 14)



RECRUITING WOMEN AND MINORITIES INTO AVIATION MAINTENANCE

By Paul M. Foster, Jr.

NOTE FROM THE EDITOR: Doctor Foster, an FAA employee, works in the Western Pacific Region, in the Runway Safety Office in Southern California. He is a member of The National Black Coalition of Federal Aviation Employees (NBCFAE) and a new member of TMO. Prior to coming to the FAA he was an assistant professor at Fairmont State College in West Virginia, where he taught aircraft maintenance technology. He was a member of the U.S. Air Force for 21 years. His military career began as an aircraft mechanic. He eventually became a master instructor teaching aircraft mechanics and finally he assumed the position of Superintendent of the aerospace and aviation sciences program at the Community College of the Air Force.

He was featured in a September 2003 "diversity.com" article (http://diversityinbusiness.com/dib20309_Av_PaulFoster.html) as "a man with a mission" and "striving to make a difference." The article below is an abstract of his dissertation at Pepperdine University Graduate School of Education and Psychology.

Women and minorities representation in the aviation maintenance work force remains disproportionately low. There are insufficient numbers of students learning mechanics to supply an industry experiencing steady growth. In order to rectify this situation, the aviation industry and maintenance technical schools must develop recruitment strategies to encourage and initiate interests among minorities to participate in aviation maintenance career preparation.

The subjects for the study consisted of 43 women and minority aviation maintenance educators from 17 FAA certificated Aviation Maintenance Technician Schools located in 7 states having the largest minorities populations. The primary method of collecting the data from the survey was the telephone interview. Thirty respondents completed the survey using the telephone interview method and 13 respondents either mailed, e-mailed, or faxed their responses.

The major findings from the study led to the following conclusions and recommendations:

- Women continue to be underrepresented in aviation maintenance, although they are gaining some ground. The findings of the study revealed 34 respondents were male and 9 were female.
- Women of color may be significantly underrepresented in aviation maintenance. The findings of study revealed that of the 9 females completing the survey, 8 were white and 1 was black. There were no responses from Native American, Asian, or Hispanic females.
- Barriers still exist preventing women and minorities from entering and participating in aviation maintenance. The study revealed that both women and minorities agreed that the top 3 barriers preventing them from pursuing aviation maintenance were the Lack of Role Models, the Lack of Mentors and the Lack of Personal Contacts.
- School Counselors and Military Recruiters are not playing a strong role encouraging women and minorities to consider aviation maintenance as a career. The study revealed 25 respondents were self-motivated and respondents became aware of aviation maintenance as a career between the ages of 10 and 20 years.
- Many Aviation Maintenance professionals appear to be working in isolation, without the support of mentors and professional organizations. The study also revealed that 26 respondents (60.47%) did not belong to any professional associations.

Technical Employee Suggestion Program (cont.)

(Continued from page 13)

equipment, saving the FAA \$2.4 million annually.

TES Program Manager, Lisa Bercher, urges other employees to put on their thinking caps. "With savings like these, we can afford to award our employees for their good ideas," she said.

Bercher said that the program is designed to give employees a vehicle to make technical suggestions that improve the National Airspace System. The suggestion may improve current processes to accomplish the job better, faster, and/or cheaper. Ideas that benefit occupational safety practices are also eligible for awards. AAF is striving to improve the program's efficiency of evaluating and tracking technical suggestions.

Suggestions should be submitted using the Employee Suggestion Form, FAA Form 3450-17, which can be obtained from any personnel office. Completed forms are given to the employee's supervisor, who evaluates the suggestion and determines if the idea meets the criteria for a technical suggestion. Valid suggestions are then forwarded to a SMO, Region, and/or National office for further consideration. Additional guidance can be obtained by referencing AF Order 3450.1A.

For questions or comments contact Lisa Bercher at (609) 485-5943 or e-mail 9-ACT-AOS-TESP.

Note from the Editor: Judine Bishop-Slaughter has been kind enough to share a review of an aviation related book she enjoyed. It sounds like good reading. Thanks Judine

Wings of Discovery

By: Cpt. Stacy L. Chance

Published By: Llumina Press

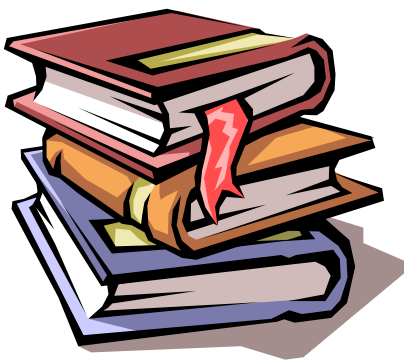
Genre: Inspirational

Description: An exhilarating flight

Most of us have heard the saying, "There's nothing to fear, but fear itself." This rhetoric sounds good, but to actually put it to use is a completely different story. Fear can stop someone from experimenting with new activities, eating exotic foods, and traveling to foreign lands. But once you overcome the fear, you will most likely discover joy. This joy comes from the accomplishment of breaking the imaginary chains of thought which held you hostage.

Wings of Discovery helps to clip the chains of fear. The premise of the book is about overcoming the fear of flying. Although his father was a pilot, Mark succumbs to a horrendous phobia about flying. Then one day, he spots two ultralight planes having "fun" in the air. While

the planes land, Mark tracks them in his car and introduces himself to the pilots. This marks the beginning of his adventure - pursuing his passion, following his dream and conquering his fear.



Capt. Stacy L. Chance introduces the reader to a wealth of information about how the Federal Aviation Administration ensures the safety of aircraft. He also entertains by intermingling his vivid descriptions of the landscapes and scenery when his characters take flight. I felt as if I soared through the air, and watched as the coyote ran to keep up with the plane. For anyone really interested in learning to fly, I learned that airplane kits are available. I definitely recommend Wings of Discovery for anyone

who wants to learn more about aviation, and to release the fears that hinder them from soaring to new dimensions. *Reviewed by: Judine Bishop Slaughter*

Many Thanks and Kudos To...
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Scholarship Fact Sheet

- What** Four Scholarships -- up to \$500 each for FAA TWO Members.
- One Scholarship -- up to \$500, will be open to Non-FAA. TWO sponsorship required.
- When** Application postmarked no later than February 23, 2005.
- For** Studies or courses that will advance and/or enhance an individual's career in a technical field.
- How** Submit signed Training Contract and Application form. The contract and form can be found at <http://two.faa.gov> (click on 'scholarship')
- Also required are:
- Two letters of recommendation from
 - A present or former supervisor;
 - An acquaintance who has known you for more than one year and is not a relative; or
 - A TWO member (Required for Non-FAA applicants)
 - Biography
 - Include volunteer, community work, honors, etc.
 - Detail your personal & technical goals -- 1 page maximum
 - List of formal training for past 5 years (college, technical, agency, or directive studies- transcripts optional).
 - Resume, SF 171, or OF 612 listing job history for last 5 years.

Winners will need to provide a photo for T.W.O.'s newsletter, The Circuit

Where Mary M. Thomas, Chairperson
T.W.O. Education and Career Committee
P.O. Box 901318
Kansas City, MO 64190
(816) 304-3803

All applications MUST be mailed; T.W.O. members cannot take applications. WE MUST HAVE A POSTMARK.

2003 Scholarship Winners



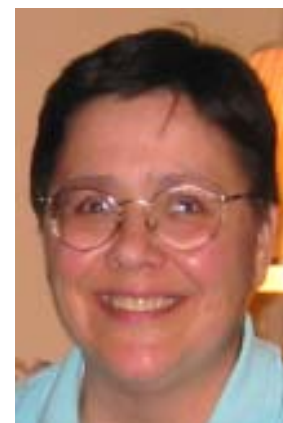
Romane Crowe



Cordy Wheeler



Annie Brettman



Julie Doherty

CONGRATULATIONS!

TWO would like to recognize and congratulate it's 2003 Education Scholarship Winners. There were 4 winners total, 3 FAAers and one Non-FAA winner. Our 3 FAA winners were Ramone Crowe and Annie Brettman from the Great Lakes Region, and Julie Doherty from ANI in Rosslyn, VA. Our Non-FAA winner for 2003 was Cordy Wheeler. Cordy Wheeler works as a stay-in-school student at the Red River SMO.

Technical Women's Organization
 Stacey L. Zinke (acting Circuit Editor)
 8101 N.W. 80th Street
 Oklahoma City, OK 73132



News for employees in the technical field

Visit us on the Web at
<http://two.faa.gov>

A Valued TWO Member

Calendar Items

See TWO website (<http://two.faa.gov>) for calendar items for the rest of the year.

April 2004

- * TWO Officer elections – Deadline for Nominations (1st week of April)
- * TWO Officer elections – Ballots and/or bylaws changes mailed out (3rd week of April)
- 1** Board of Directors Telecon 1:00 EDT
- 15** Quarterly Reports are due to the Vice President (Officers, Regional Representatives and Committee Chairs)
- 21-24** Professional Women Controllers national Training Conference – Chicago, IL.

May 2004

- * TWO Officer Elections – Ballots and /or bylaw changes due in (2nd week of May)
- * TWO Officer elections – New Officers advised of election results (3rd week of May – June 1st)
- * Asian Pacific American Month
- 6** Board of Directors Telecon 1:00 EDT

June 2004

- * Gay Pride Month
- * All board of directors and committee chairs: go over budget submissions for the annual call for budget
- 3** Board of Directors Telecon 1:00 EDT